TM 024 724 ED 394 988

Callow, Elizabeth K. AUTHOR

Development and Validation of a Tool for Measurement TITLE

of Patient Satisfaction with Nursing Care at Oak Hill

Hospital.

Feb 95 PUB DATE

44p.: Ed.D. Practicum, Nova Southeastern NOTE

University.

Tests/Evaluation Instruments (160) --PUB TYPE

Dissertations/Theses - Practicum Papers (043)

MF01/PC02 Plus Postage. EDRS PRICE

Evaluation Methods; Formative Evaluation; DESCRIPTORS

*Measurement Techniques; *Medical Care Evaluation; *Nursing: *Patients; Report Cards; *Satisfaction; Summative Evaluation; Surveys; *Test Construction;

Test Validity

ABSTRACT

The Department of Nursing at Oak Hill Hospital, Spring Hill (Florida) did not have a measurement instrument for patient evaluation of hospital nursing services. An instrument to measure patient satisfaction with nursing was developed and validated. Criteria identified through a literature search were reviewed, modified, and validated by a formative committee of eight staff members of the Nursing Performance Improvement Committee. The instrument developed through this review was presented to a summative committee consisting of a nurse educator, the Chief Nursing Officer, and the Chief Operating Officer. The revised instrument, in the form of a nursing care report card, was pretested with a representative patient sample, from whom 18 surveys were returned. It was concluded that the developed survey provided a timely and anonymous way to evaluate patient satisfaction with nursing care and that such evaluation resulted in improved and more responsive care. Five appendixes list committee members, present versions of the survey under development, and detail a plan for implementing survey use. (Contains 20 references.) (SLD)



Reproductions supplied by EDRS are the best that can be made

from the original document.

DEVELOPMENT AND VALIDATION OF A TOOL FOR MEASUREMENT OF PATIENT SATISFACTION WITH NURSING CARE AT OAK HILL HOSPITAL

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

- This document has been reproduced as received from the person or organization originating it.
- Minor changes have been made to improve reproduction quality
- Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

Leadership

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY ELIZABETH K. CALLOW

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) "

Elizabeth K. Callow
Oak Hill Hospital

Andrew Niesiobedzki

Tampa Cluster

A practicum report presented to Programs for Higher

Education in partial fulfillment of the

requirements for the degree of

Doctor of Education

Nova Southeastern University
February, 1995

BEST COPY AVAILABLE

Abstract of a practicum report presented to Programs

for Higher Education in partial fulfillment

of the requirements for the degree of

Doctor of Education

DEVELOPMENT AND VALIDATION OF A TOOL FOR MEASUREMENT
OF PATIENT SATISFACTION WITH NURSING CARE
AT OAK HILL HOSPITAL

by

Elizabeth K. Callow

February, 1995

The nature of the problem was that the Department of Nursing at Oak Hill Hospital did not have a measurement instrument for patient evaluation of the provided nursing services. The purpose of the study was to develop and validate an instrument for the measurement of patient satisfaction with nursing care at Oak Hill Hospital.

The research questions were "What was an appropriate measurement instrument of patient satisfaction with nursing care at Oak Hill Hospital?" and "What was a valid design for this patient satisfaction measurement instrument?"

Procedures in the development of a measurement instrument included a search of the literature that yielded criteria which



were subsequently reviewed, modified, and validated by a formative committee and a summative committee and pretesting with a representative sample. The result was a measurement instrument of patient satisfaction with nursing care and services at Oak Hill Hospital.

It was concluded that patients and families are provided a forum to evaluate nursing care and services in a timely, anonymous manner. Further, performance improvement processes improve practice and promote positive affects on patient outcomes. Staff satisfaction in job performance is promoted and the organization's performance is strengthened in a competitive environment.

It was recommended that a patient evaluation feedback system be developed for other service populations at the facility.

Promotion and development of research activities at the staff level would enhance staff knowledge in performance improvement processes.



TABLE OF CONTENTS

	Pa	ge
Cha	pter	
1.	INTRODUCTION	6
	Background	6
	Purpose	7
	Research Questions	8
	Definition of Terms	9
2.	REVIEW OF LITERATURE	10
	Evaluation of Quality	10
	Dimensions of Nursing Care Linked	
	to Patient Satisfaction	11
	Performance Improvement	12
	Summary	14
3.	METHODOLOGY AND PROCEDURES	15
	Assumptions	17
	Limitations	17
4.	RESULTS	18
5.	DISCUSSION, CONCLUSIONS, IMPLICATIONS, AND	
	RECOMMENDATIONS	22
	Discussion	22
	Conclusions	25
	Implications	26



TABLE OF CONTENTS (Contd.)

	1	Page
5. DI	SCUSSION, CONCLUSIONS, IMPLICATIONS, AND	
RI	ECOMMENDATIONS (Cont.)	
Re	ecommendations	27
REFERE	NCES	31
APPEND	IXES	33
A	. List of Formative Committee Members	34
В	. Formative Committee Evaluation Questionnaire	
	of a Patient Satisfaction with Nursing Care	
	Measurement Instrument	35
C	. Summative Committee Evaluation Questionnaire	
	of a Patient Satisfaction with Nursing Care	
	Measurement Instrument	38
D	Patient Satisfaction with Nursing Care	
	Measurement Instrument	4.2
E	. Procedural Plan for the Implementation and	
	Utilization of the Patient Satisfaction	
	with Nursing Care Measurement Instrument	43



Chapter 1

INTRODUCTION

Oak Hill Hospital is a 204-bed community-based acute care facility in Spring Hill, Florida. Its service population is 82% retired. Chronic disease in addition to acute episodes of illness characterize this segment of the community population's health care needs. The remainder of the population reflects the health and illness needs of a general population, e.g., emergency medical visits, maternal and child, and general surgery.

Nature of the Problem

There is a major restructuring movement currently taking place in U.S. business and industry in order to be a viable competitors in the global marketplace. Similarly, health care delivery systems are restructuring in order to offer services that are effective, accessible, and cost-efficient in a developing managed care environment.

The new operational environment in the managed care era is competitive but consumer-oriented. Patients are healthcare consumers. Public concern for both the safety and the cost of care has given impetus to active consumer participation in healthcare decisions (Davis-Martin & Skalak, 1992). The definition of quality health care now includes a new dimension, i.e., the consumer's perspective.



Since the most frequent transactions within the hospital setting are with nurses, patients equate the quality of an institution with the quality of nursing services (Bethel & Ridder, 1994). The efficiency of services and the quality of care rendered from a consumer perspective will be the indicative measure for a facility's basic survival and continued success in a managed care system (Mawhinney, 1992; Taylor, Hudson, & Keeling, 1991; Wyszewianski, 1988). The problem is that the Department of Nursing at Oak Hill Hospital does not have a measurement instrument for patient evaluation and level of satisfaction with the nursing services provided.

Purpose of the Study

The purpose of the study is to develop and validate an instrument for the measurement of patient satisfaction with nursing care at Oak Hill Hospital. The measurement instrument will be a component of a performance improvement plan in evaluation of nursing care from the patient's perspective.

Significance to the Organization

In this era of continuous quality improvement, patients are Oak Hill Hospital's customers. It is imperative to Oak Hill Hospital that patients have a positive experience while receiving treatment at the facility.

A comprehensive plan to address patient perspectives in the



delivery of services and care demonstrates the organization's commitment to the establishment of consumer-focused relationships. With authority in nursing performance improvement issues, the Nursing Performance Improvement Committee acknowledges the problem and recommends the development of a measurement instrument within the course of the committee's work in performance improvement.

A systematic approach to evaluation of outcomes from the patients' perspective is in compliance with new accreditation standards. An effective consumer-oriented performance improvement program enhances the position of the facility as a successful organization in the health care industry and managed care.

Relationship to Seminar

Leaders are individuals who establish direction for a working group of individuals, who gain commitment from these group members to this direction, and who then motivate these members to achieve the direction's outcomes (Conger, 1992). The development, planning, and implementation of an effective performance improvement program components in an organizational setting requires leadership competencies.

Research Questions

What is an appropriate measurement instrument of patient satisfaction with nursing care at Oak Hill Hospital? What is a valid design for this patient satisfaction measurement instrument?



Definition of Terms

<u>Consumer.</u> A member of the community with potential requirements for health care services. See patient.

Continuous quality improvement. A strategy for on-going measurement, analysis, and action in order to improve outcomes.

<u>Customer.</u> See patient.

<u>Patient.</u> A person receiving medical treatment and nursing care at Oak Hill Hospital.

<u>Patient satisfaction.</u> Patient's perception of how care was delivered.

<u>Performance improvement.</u> A defined process to continually achieve refinement as measured by a predetermined standard.

Quality care. The degree of merit from the patient perspective.



Chapter 2

REVIEW OF THE LITERATURE

Perspectives in the Evaluation of Quality

The quality standard has become the hallmark of the new competitive framework. The pursuit of quality invariably improves performance on a host of practice standards. The quality standard calls for an indescribable quest for excellence in a variety of tangible and intangible aspects of a service and integrity when all the parts are experienced as a whole (Carnevale, 1991).

As healthcare institutions are increasingly required to provide and measure quality in a competitive atmosphere, knowledge of the consumers' perspective is essential to meet the demand for a quality outcome in the delivery of nursing care. In seeking definitive measures of patient outcomes, it is important to consider patient and family outcome expectations, i.e., their satisfaction with the care and how that care is provided (Greeneich, Long, and Miller, 1992; Taylor, et al., 1991).

Measurement of quality should partially be based on the values and expectations of the customer. Patient perceptions of the care received influence patient satisfaction and decisions to return to a particular institution for further care. Consumers are the ultimate evaluators of nursing care and the system in which the care was delivered. Nurses and healthcare institutions



need to understand the needs and perceptions of the patients they serve and continually improve the structure, process, and outcome of care (Ludwig-Beymer, Ryan, Johnson, Hennessy, Gattuso, Epsom, & Czurylo, 1993).

Dimensions of Nursing Care in Patient Satisfaction

Donabedian's 1966 model of quality evaluation in healthcare

(cited in Taylor, et al., 1991) is a classic model upon which many studies in quality nursing care have been conducted. The model is a systematic approach to patient care evaluation. It includes three aspects of patient care appraisal, i.e., structure, process, and outcome.

Structure includes the settings and instrumentalities available and used to provide care. Beyond the physical environment, it encompasses the characteristics of the administrative organization and the qualifications of the nurse and other care providers. Process includes the activities of the nurse in delivering care to patients. Evaluation of the quality of the process of nursing care examines the degree of congruence to which nursing care of patients conforms with the standards, experience and expectations of the nurse and patient. Outcome as applied to nursing practice would include growth and development, ability to cope better with illness, and ability to meet personal needs (Shiber & Larson, 1991).



Studies of patient populations to identify specific patient satisfaction variables in nursing care are replete in the literature. The attributes of patient care satisfaction described in the following cited literature can be categorized into the Donebedian model (Bethel & Ridder, 1994; Brown, 1992, Davis-Martin & Skalak, 1992; Greeneich, et al., 1992; Ludwig-Beymer, et al., 1993; North, Meeusen, & Hollingsworth, 1991; Taylor, et al., 1991; van Servellen, Lewis, Leake, & Schweitzer, 1991; Wolf, Giardino, Osborne, & Ambrose, 1994).

Performance Improvement

According to the Joint Commission on Accreditation of
Healthcare Organizations (1994), the accreditation agency for
hospitals, quality health care will be judged by patients and
others on cost and their perceptions of what was done and how it
was done. The Joint Commission on Accreditation of Healthcare
Organizations has adopted several core concepts in continuous
quality improvement in their new accreditation standards. When
Deming's approach to quality management is employed (cited in
Mawhinney, 1992), the process of responding to consumer feedback
adapts the system performance specific to consumer preferences.
Development of this process is called continuous quality
improvement. Accordingly, a goal in the Joint Commission on
Accreditation of Healthcare Organizations organizational

BEST COPY AVAILABLE



improvement standard is that organizations design processes that systematically measure and improve its performance to improve patient outcomes. Patient satisfaction is an outcome of care (Brown, 1992).

Measurements provide critical feedback on the effectiveness and efficiency of processes to achieve greater customer satisfaction. Measurements assess actual performance against established baselines of performance. Baselines identify the internal view of excellence and help to establish performance improvement goals (Capezio & Morehouse, 1992).

The utilization of tools to solve identified problems on the staff level is characteristic of a process in performance improvement (Coates, Jarratt, & Mahaffie, 1990). Nelson, Larson, Davies, Gustafson, Ferreira, and Ware, (1991) developed a tool to measure quality with patient-based indicators. The instrument collects qualitative and quantitative measures of quality based on patient evaluations of hospital services. The survey process was designed to promote better understanding of patient needs and expectations as well as provide the necessary feedback to care providers in order to identify high-priority areas for improvement upon analysis of aggregated data.



Summary

Measuring quality is not an end in itself but merely the prerequisite for achieving the ultimate goal of improving care (Wyszewianski, 1988). By i entifying the key determinants of patient satisfaction related to nursing, nurses and healthcare institutions can more appropriately and directly address consumer demands for quality care. The development of systems is critical to identifying the congruence of nursing practice with patient care outcomes and satisfaction (Greeneich, et al., 1992).



Chapter 3

METHODOLOGY AND PROCEDURES

A development methodology was utilized for this project.

First, a literature search was performed in order to provide a conceptual framework for the project. The emphasis was in perspectives of quality evaluation, dimensions of nursing care linked to patient satisfaction, and performance improvement. The content for the instrument was based on theoretical constructs identified in the reviewed literature.

Second, a formative committee of seven directors of patient care areas and the researcher was convened to develop the measurement instrument of patient satisfaction with nursing care based upon the identified content in the literature and to provide feedback on the evolving instrument. The formative committee is an ad hoc committee of the Nursing Performance Improvement Committee. Its members are registered nurses who are directors of specific patient care areas accountable for the administrative and clinical operations in these areas. They all have expertise in the provision of nursing care to patients. Appendix A lists the ad hoc committee members of the Nursing Performance Improvement Committee.

Third, a draft of the instrument was written. The draft



conformed to the criteria identified in the literature and the recommendations from the formative committee.

Fourth, the draft was reviewed by members of the formative committee with a questionnaire based upon identified criteria for the instrument to establish content validity (see Appendix B).

Fifth, after review by the formative committee, the instrument was validated by a summative committee for content and design through the use of a questionnaire (see Appendix C). This committee of experts consisted of a nurse educator, the Chief Nursing Officer, and the Chief Operating Officer. The nurse educator has expertise in adult learning principles and product presentations. The Chief Nursing Officer and Chief Operating Officer have a global perspective and expert knowledge in organizational functions and accreditation standards.

Sixth, the proposal was forwarded to the Chief Executive

Officer with a recommendation for implementation. Seventh, the

instrument was pretested in a patient care area to establish

validity and reliability with a representative sampling. Eighth,

patient evaluation of nursing care at Oak Hill Hospital was

implemented through the development and validation of a

measurement instrument (see Appendix D).



Assumptions

For this project, it is assumed that the most specific and accurate literature is reviewed and purposeful to this project. It is assumed that members of the formative summative committee will have the knowledge to guide the development of this project. It is further assumed that the summative committee's evaluation of the content and format will be valid. It is further assumed that a representative sample was selected and that the responses received are valid.

Limitations

The instrument will be limited as it will contain measures of patient satisfaction of nursing care developed by the administration staff at this facility and will apply only to the staff and patients at Oak Hill Hospital. The product may require revision over time as measurement variables may be revised as facility services are altered.



Chapter 4

RESULTS

First, a literature search and review was performed by the researcher who is chairperson of the ad hoc committee. The literature content was categorized into three constructs, i.e., perspectives in the evaluation of quality, dimensions of nursing care linked to patient satisfaction, and performance improvement.

Second, the chairperson presented a summary of the nursing care variables associated with patient perceptions of satisfaction with care received during hospitalization as well as perspectives on performance improvement and the measurement of quality found in the literature to the ad hoc committee members. After discussion of the literature content and collaboration among group members, the committee members agreed to review the information presented and to reconvene in a week for further discussion and recommendations. At the second meeting, the committee agreed that the dimensions of nursing care linked to patient satisfaction identified in the literature were applicable to the population serviced at Oak Hill Hospital and should be a guideline in the content development of a patient satisfaction with nursing care measurement instrument. The group recommended that the instrument should include as an option patient demographic information as well as the patient care area(s) where care had been received in



order to identify trends in subgroups or specific patient care areas as noted in Nelson, et al., (1991).

Third, the chairperson generated a draft of the instrument based upon the literature and recommendations of the ad hoc committee. Fourth, the chairperson circulated the draft of the instrument with the questionnaire in Appendix B to members of the formative committee. All questionnaires were returned within a week. Questionnaire responses strongly agreed or agreed that the content should be included in a measurement instrument of patient satisfaction with nursing care. Written recommendations included a write-in comment section after each measured variable for further elaboration if needed. The proposal received content validity by the ad hoc committee.

Fifth, the summative committee then reviewed the draft of the product with the questionnaire found in Appendix C.

Questionnaire responses strongly agreed or agreed that the content reviewed should be included in a measurement instrument of patient satisfaction with nursing care. The nurse educator member used a software program to validate the reading level of the proposed guide. It was identified to be at the fifth grade level (RightSoft, Inc., 1989). As this is a rating instrument for patient evaluation of nursing care, the nurse educator in collaboration with the researcher, agreed that a Likert-style



excellent-to-poor grading scale with a value assigned to each grade for scoring was an appropriate format. According to Nelson, et al. (1991), research has demonstrated the superiority of the excellent-to-poor scale over the very satisfied to very dissatisfied type. In addition, the happy to sad interval face figures corresponding to each value rating is an alternative for people with difficulty in reading (McMillan & Schumacher, 1993). The summative committee agreed that optional open-ended questions on good and bad experiences during the course of the hospital stay and the patient/family preference in returning if necessary should be included. Summative committee members stated this information would identify the respondent's perceptions of hospitalization in general. The proposal received content and design validation from the summative committee.

Sixth, the revised measurement instrument received approval for implementation from the Chief Executive Officer based upon the recommendation of the summative committee. Seventh, the instrument was pretested on the Progressive Care Unit for three days. The Progressive Care area was selected as it is representative of the target population. Interviews with the unit's case managers and analysis of 28 surveys were conducted. The case managers reported that patients and/or significant others found the survey quick and easy to complete. The case managers



stated that many respondents commented positively on the happy to sad face grading. All of the survey variables were completed by making a cross mark over the selected face graphic. Responses ranged from excellent to fair. About half of the sample answered the open-ended questions. Patient information including name was present on 18 surveys. The validity and reliability of the instrument was supported with the pretest survey responses used as a baseline. Eighth, without further revision in content or style, the instrument (see Appendix D) was then implemented according to a protocol developed by the researcher (see Appendix E).



Chapter 5

DISCUSSION, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

Discussion

The literature review identified and described relevant research in the evaluation of quality in healthcare within a performance improvement domain. The measurement and evaluation of outcomes including patient perceptions of satisfaction is an evolving component of quality healthcare is well cited in the literature. Staff participation is characteristic of a performance improvement process (Coates, et al., 1990). The context of a nurse-patient relationship and all its intervening variables within the framework described by Donabedian (cited in Taylor, et al., 1991) served as the groundwork for the development of a performance improvement instrument to measure patient satisfaction with nursing care at Oak Hill Hospital.

The Department of Nursing at Oak Hill Hospital recognize its perceived representative role on behalf of the facility and is cognizant of the need to increase patient and family satisfaction with the care received during a course of hospitalization.

Leadership by the Nursing Performance Improvement Committee initiated a performance improvement process in order to measure and evaluate patient and family perceptions of the hospital



services and care (Joint Commission on Accreditation of Healthcare Organizations, 1994).

The development, validation, and implementation process was succinct and timely. The committee's integration of nurse-patient relationship variables cited in the literature and specific patient population factors at Oak Hill Hospital were vital components in the evolution of a measurement instrument. The content of the instrument consolidates the nursing care variables into the Donebedian framework for quality evaluation (cited in Taylor et al., 1991). Structure is measured in the instrument (see Appendix D) by the patient/family response to their room environment. Process is measured in the queries regarding admissions, privacy, and discharge. Outcome is evaluated by patient responses to information provided, treatment of family and friends, nursing skill and caring, and overall perception of nursing quality. The open-ended questions encourage patient/family disclosure of experiences not addressed in the close-ended, graded areas.

The design of the measurement instrument is based upon the reviewed literature in evaluation of quality and survey design as well as the direction received from the formative and summative committees. The simple scoring method and optional patient information facilitates trend analysis and statistical process



control methods in performance improvement. The format used by Nelson, et al., (1991) and the questionnaire development recommendations in McMillan & Schumacher (1993) were significant resources in condensing the development and validation process in the construction of a measurement instrument of patient satisfaction with nursing care at Oak Hill Hospital.

Pretesting the instrument in a representative sample (McMillan & Schumacher, 1993) supported the validity of the instrument's content and design. The pretesting experience as well as the observations and comments of the participating case managers contributed to the development of a procedural plan for the implementation and utilization of the measurement instrument at Oak Hill Hospital (see Appendix E).

The Department of Nursing is cognizant of the integrated patient-family system and promotes family participation in patient treatment and discharge planning. Patient and family involvement and patient and family care are desirable attributes of quality nursing care (Taylor, et al., 1991). Family, therefore, have the capacity to evaluate the perceived quality of the care and services rendered to the patient-family unit. Patients with physical constraints of illness can still participate in the evaluation process at discharge through the family.

Promotion of precision in the data collection process is



demonstrated in the procedural plan for the measurement instrument (see Appendix E). It is recognized that participation is optional and the respondents are self-selected. The bias of self-selection is then introduced into data collection. However, promotion strategies to capture a high volume of participants can help alleviate the affect of this limitation. The measurement and evaluation of patient/family perceptions of care and services is a significant component in improving organizational performance.

Accurate, comprehensive, and timely patient and family evaluation surveys is a method of contributing meaningful information in the performance improvement process.

Conclusions

The literature review was comprehensive and identified perspectives in quality evaluation, the collection of dimensions of nursing care linked to patient satisfaction, and concepts in performance improvement. These are required areas to address in the development of a measurement instrument of patient satisfaction with nursing care and service.

The procedures utilized in the development of the measurement instrument assured content and design validity.

Formative and summative committee members were experts in patient care needs and organizational operations. The content of the instrument reflects the nursing care variables related to patient



satisfaction cited in the reviewed literature. The content and design of the instrument was tailored and customized to the target population at Oak Hill Hospital. The comprehensive procedural steps developed a valid measurment instrument for patient evaluation and level of satisfaction with nursing care and services at Oak Hill Hospital. In addition, patients and families are provided a forum to evaluate nursing care and services in a timely, anonymous manner.

The development and validation of a measurement instrument facilitates improvement in practice standards which promotes a positive affect upon organizational performance as advocated by regulatory and accrediting agencies (Joint Commission on Accreditation of Healthcare Organizations, 1994).

Staff performance is pivotal in patient satisfaction with the services rendered and the care received. The promotion of staff participation in the data collection and analysis process illustrates a salient feature of team work in the performance improvement process (Capezio & Morehouse, 1992; Coates, et al., 1990).

Implications

Providing an mechanism for the evaluation of nursing care and services demonstrates to patients and their families the value that is placed on their perspective by the facility. This



opportunity will help patients and families to express feelings and subsequently alleviate some of the stress and frustration experienced during a course of hospitalization.

Staff education and development in performance improvement activities and strategies can be learned outside of a formal classroom. Active participation in the data collection and analysis process will demonstrate to staff their critical role in affecting patient satisfaction levels. Staff appreciation of their influence in patient satisfaction will cultivate a learning environment in the workplace. The utilization of the measurement instrument for patient satisfaction with nursing care will foster staff development in performance improvement strategies, problemsolving, and group work with principles of adult learning as a foundation.

An effective performance improvement process demonstrated by quantifiable advancements in levels of patient satisfaction enhances the organization's position for success in a competitive, managed care environment and promotes staff satisfaction in job performance.

Recommendations

Action

Organizational improvement strategies are influential in the current reorganization of health care delivery systems. Informed



consumers, regulatory agencies, and competitive market forces are establishing new practice standards that promote organizational accountability in patient outcomes. Evaluation criteria include publishing benchmark comparisons in a financial realm, clinical outcomes, and customer level of satisfaction with services.

Utilization of performance improvement processes and its derived benefits need to be implemented on an organization-wide for optimal results. The Director of Nursing Performance Improvement can promote universal implementation through timely management education in performance improvement concepts.

Expansion of the patient evaluation feedback needs to be explored and customized for other service populations of the facility. An evaluation survey needs to be developed by diagnostic departmental directors for patients being scheduled for complex diagnostic procedures e.g., cardiac catheterization, angiography, stress testing, and other outpatient testing that do not require overnight hospitalization in order to facilitate performance improvement in these areas.

The development of a valid measurement for this service population can be accomplished through the formation of an ad hoc committee consisting of directors of the pertinent areas. The Director of Nursing Performance Improvement can be a consultant to



the group for resource material and direction in development and validation procedures.

Dissemination

Prior to utilization of the measurement instrument of patient evaluation of nursing care and services, inservices need to be scheduled by the Director of the Nursing Education

Department in order to introduce the document to the nursing staff in the affected patient care areas. Objectives, specific content, expectations, distribution and collection procedures for the instrument should be presented and discussed.

Quarterly findings and indicated actions will be reported to the Board of Trustees by the Director of the Nursing Performance Improvement Committee in order to demonstrate the commitment to patient-centered care and the utilization of continuous quality improvement concepts as endorsed by the Joint Commission on Accreditation of Healthcare Organizations (1994).

Research

The initiation of a measurement instrument is the prelude to the practice of research in the work setting by staff participants. Data collection activities provide timely qualitative and quantitative measures of nursing quality and patient perceptions of satisfaction. Staff will learn how to use information for tracking and trending, use statistical control



processes, problem-solve and develop new quality indicators to measure and improve professional practice and overall performance.

In summary, a model of care that utilizes performance improvement strategies and values the patient and family perspective will help to facilitate a positive outcome experience for patient, families, and the provider facility.



REFERENCES

- Bethel, S., & Ridder, J. (1994). Evaluating nursing practice: Satisfaction at what cost? <u>Nursing Management</u>, 25(9), 41-43, 46-48.
- Brown, D. (1992). A conceptual framework for evaluation of nursing service quality. <u>Journal of Nursing Care Quality</u>, <u>6</u> (4), 66-74.
- Capezio. P., & Morehouse, D. (1992). <u>Total quality management.</u> Shawnee Mission, KS: National Press Publications.
- Carnevale, A. (1991). <u>America and the new economy.</u> San Francisco: Jossey-Bass.
- Coates, J., Jarratt, J., Mahaffie, J. (1990). <u>Future work.</u> San Francisco: Jossey-Bass.
- Conger, J. (1992). <u>Learning to lead: The art of transforming managers into leaders.</u> San Francisco: Jossey-Bass.
- Davis-Martin, S., & Skalak, C. (1992). Differences in patient rating of care provided by BSN and ADN students. Nursing Forum, 27(3), 23-28.
- Greeneich, D., Long, C., & Miller, B. (1992). Patient satisfaction update: Research applied to practice. <u>Applied Nursing Research</u>, 5(1), 43-48.
- Joint Commission on Accreditation of Healthcare Organizations. (1994). Improving organizational performance. 1995

 Accreditation Manual for Hospitals. Oakbrook Terrace, Il.: Author.
- Ludwig-Beymer, P., Ryan, C., Johnson, N., Hennessy, K., Gattuso, M., Epsom, R., & Czurylo, L. (1993). Using patient perceptions to improve quality care. <u>Journal of Nursing Care Quality</u>, 7(2), 42-51.
- Mawhinney, T. (1992). Total quality management and organizational behavior. <u>Journal of Applied Behavior Analysis</u>, <u>25(3)</u>, 525-43.
- McMillan, J., & Schumacher, S. (1993). Research in education: A conceptual introduction (3rd ed.). New York: Harper Collins



- Nelson, E., Larson, C., Davies, A., Gustafson, D., Ferreira, P., & Ware, J. (1991). The patient comment card: A system to gather customer feedback. Quality Review Bulletin, 17(9), 278-286.
- North, M., Meeusen, M., & Hollingsworth, P. (1991). Discharge planning: Increasing client and nurse satisfaction.

 Rehabilitation Nursing, 16(6), 327-329.
- RightSoft, Inc. (1989). <u>RightWriter (r) Version 3.1.</u> [Computer program].
- Shiber, S., & Larson, E. (1991). Evaluating the quality of caring: Structure, process, and outcome. <u>Holistic Nursing Practice</u>, 5(3), 57-66.
- Taylor, A., Hudson, K., & Keeling, A. (1991). Quality nursing
 care: The consumers' perspective revisited. Journal of
 Nursing Quality Assurance, 5(2), 23-31.
- van Servellen, G., Lewis, C., Leake, B., & Schweitzer, S. (1991). Patient satisfaction on AIDS and oncology special care units and integrated units: A pilot study. <u>Journal of the Association of Nurses in AIDS Care</u>, 2(3), 29-39.
- Wolf, Z., Giardino, E., Osborne, P., & Ambrose, M. (1994). Dimensions of nurse caring. <u>IMAGE: Journal of Nursing Scholarship</u>, 26(2), 107-11.
- Wyszewianski, L. (1988). Quality of care: Past achievements and future challenges. <u>Inquiry</u>, 25(1), 13-22.



APPENDIXES



Appendix A

Formative Committee Members

Chairperson E. Callow

Director

P. DeAntonio

B. Kopp

P. Lavigne

P. Masters

J. Mayo

R. Stephens

J. Zubritsky

Service

Surgical Services

Progressive Care

Medical Coronary Care

Maternity

Surgical Intensive Care

Telemetry

Modical



Appendix B

Formative Committee Evaluation of Patient Satisfaction with Nursing Care Measurement Instrument Proposal

To:	Members of the Ad Hoc Committee for the Development of a Patient Satisfaction with Nursing Care Measurement Instrument
Instructions:	Please review the following content and complete this questionnaire by circling the number of the most appropriate response to each statement: 5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree 0 - Not Applicable

A measurement instrument for patient evaluation of quality care provided during hospitalization should include the following general dimensions of nursing care and elements within the domain of performance improvement:

Structure

1. Room Environment

(a)	personal hygiene supplies	5	4	3	2	1
(b)	furnishings	5	4	3	2	1
(c)	housekeeping	5	4	3	2	1



2. Atmosphere				
(a) comfort5	4	3	2	1
(b) visiting hours5	4	3	2	1
(c) facilities for visitors5	4	3	2	1
Please provide a rationale for any item marked 2 or 1:				
			_	_ _ _
Please use this space for needed additions to the sect	io	n.		
			_	_ _
				_
<u>Process</u>				
Provision of Care				
3. Skill and knowledge	4	3	2	1
4. Attention to needs	i 4	3	2	1
5. Information provider	4	3	2	1
6. Provision for privacy	i 4	3	2	1
7. Inclusion of family	4	3	2	1
Please provide a rationale for any item marked 2 or 1:	:			



	Please use this space for needed additions to this section.
<u>Out</u>	<u>come</u>
8.	Plans for continuity of care 5 4 3 2 1
9.	Patient teaching for after discharge care 4 3 2 1
10.	Intent to remain connected with facility 5 4 3 2 1
11.	Overall quality of care 5 4 3 2 1
	Please provide a rationale for any item marked 2 or 1:
	Please use this space for needed additions to this section.
	There should be an optional patient information section for trend analysis:
	[] Yes
	[] No

Return this evaluation to the Ad Hoc Committee chairperson as soon as possible.



Appendix C

<u>Summative Committee Evaluation of Patient Satisfaction</u> with Nursing Care Measurement Instrument Proposal

Instructions:	Please review the following content and complete this questionnaire by circling the number of the most appropriate response to each statement:
	5 - Strongly Agree 4 - Agree
	3 - Neutral

- 2 Disagree
- 1 Strongly Disagree
- 0 Not Applicable
- I. A measurement instrument for patient evaluation of quality care provided during hospitalization should include the following general dimensions of nursing care and elements within the domain of performance improvement:

Structure

1. Room Environment

	(a) personal hygiene supplies 5 4 3 2	1
	(b) furnishings 5 4 3 2	1
	(c) housekeeping 5 4 3 2	1
2.	Atmosphere	

(a)	comfort!	5 4	4	3	2	1
(b)	visiting hours	5 ·	4	3	2	1
(c)	facilities for visitors	5 6	4	3	2	1



	riease provide a rationale for any item marked 2 or 1:
	Please use this space for needed additions to the section.
Proc	<u>cess</u>
Pro	ovision of Care
3.	Skill and knowledge5 4 3 2
4.	Attention to needs 4 3 2
	Information provider 5 4 3 2
	Provision for privacy 4 3 2
	Inclusion of family 5 4 3 2
:	Please provide a rationale for any item marked 2 or 1:
	Please use this space for needed additions to this section.
-	



Outcome

8. P	lans for continuity of care 4	3	2	1
9. P	Patient teaching for after-discharge care 4	3	2	1
10. I	ntent to remain connected with facility 4	3	2	1
11. 0	overall quality of care 4	3	2	1
P1	ease provide a rationale for any item marked 2 or 1:			
			_	_
	lease use this space for additions or comments to this omponent.			
				_ _
	· · · · · · · · · · · · · · · · · · ·			_
II.	The design and style of the evaluation instrumis appropriate for the patient:	nei	at	
1.	Instructions for completion are simple and easy to understand	3	2	1
2.	Areas of evaluation are described in specific, easy to grasp terms	3	2	1
3.	Approximate time for completion is minimal 4	3	2	1
4.	The visual cues provide clarity 5 4	3	2	1
5.	The style of the instrument encourages completion	3	2	1
6.	The print is easy to read 5 4	3	2	1
7.	Medical terminology is minimal 4	3	2	1



8. The reading level is appropriate for the intended audience
Please provide a rationale for any item marked 2 or 1:
Please use this space for needed additions to this section.
There should be an optional patient information section for trend analysis:
[] Yes
f i No

Return this evaluation to the Ad Hoc Committee chairperson of the Nursing Performance Improvement Committee as soon as possible.



Appendix D

Patient Satisfaction with Nursing Care Measurement Instrument

NURSING RE	PORT CARD
	
How did you feel about the quality of these services?	Nursing Quality How would you rate the overall quality of c
Chack the correct face so show if they were: excellent, very good, good, fair, poor, or you had no contact with the service. Give us your comments	and services that you received from this hospital.
and suggestions.	EXCELLENT VERY GOOD GOOD FAIR POOR NO CONTA
•	
Admissions information you were given about what to expect.	COMMENTS:
EXCELLENT VERY COOD COOD FAIR ROOK NO CONTACT	Good Experiences Did anything good happen during your s in the hospital that surprised you? If so, please tell us what it was.
COMMENTS:	an are nospitat and sarptimes your if so, preme will as where will.
Your Room comfort, personal supplies, furnishings, clearliness	
and tidinets.	
(a), (b), (c), (c), (c), (c), (d), (d), (d), (d), (d), (d), (d), (d	M-15-marianas Mrs. attact the marian
EXCELLENT VERY GOOD GOOD FAIR FOOK NO CONTACT	Bad Experiences Did anything bed happen during your stay in hospital that surprised you? If so, please tell us what it was.
COMMENTS:	to spice out surprise your and product and an arm a man
Privacy arrangements for your privacy.	
\bigcirc , \bigcirc , \bigcirc , \bigcirc , \bigcirc , \bigcirc ,	
EXCELLENT TEXT GOOD GOOD TALK FORM SOCIALITY	Return
COMMENTS:	Would you return to this hospital if you needed to be hospitalized age
	O Definitely Yes O Definitely Not
Information willingers of hospital staff to answer questions.	O Probably Yes O Does not apply, (for example: O Probably Not because I do not live near hospital
keep family & friends informed about your condition, the time and reason for tests and procedures.	COMMENTS:
EXCELLENT VERY GOOD GOOD FAIR FOOK NO CONTACT	ABOUT THE PATIENT
COMMENTS:	Where did you stay in the hospital? In a section of the hospital for.
	(Check all that apply)
Family and Felands	© Medical © Med/Surg. PCU © Surgical © Emergency Dept.
Family and Friends weatment of family and other visitors by staff, adequacy of visiting hours, facilities for visitors.	D MCCU D Telemeny
	CI SICU CI Pediatrics
EXCELLENT VERY GOOD GOOD, PAR POOR NO CONTACT	C) Maternity
COMMENTS:	*** * * * ***
COMPLETE.	What was the number of your coom(s)?
	In what year were you (the patient) born?
Your Nurses skill, caring & concern shown by nurses, entention	Are you (the patient) male or female? () Male or () Fema
to your condition, information provided, response to your calls.	On what date were you (will you be) discharged from the hospital?
SYCHULENT VERY GOOD GOOD BAR FOOL MO CONTACT	On what dask wate you (with you do) and thing on from the hospital:
CACALLA TOTAL GOOD TOTAL	
COMMENTS:	Name (Optional)
	Address
Discharge information about what to do after leaving the hospital.	
coordination of care after discharge.	CitySukeZip
coordination of care after discharge.	City
coordination of care after discharge.	

(Reduced from 8.5" x 11.5")



Appendix E

<u>Procedural Plan for the Implementation and Utilization of the Patient Satisfaction with Nursing Care Measurement Instrument</u>

Target Population: All inpatients and/or significant

other

Participating Services: All patient care areas except

Emergency Department

Distribution Procedure: Within 24 hours of patient

discharge, case manager issues the

survey with instructions for completion with envelope for

anonymous return

Collection Procedure: Deposited in designated receptacle

prior to discharge

Data Analysis: Unit Director and Staff

Monthly

No. in Sample

Percent of Population Average Total Score

Average Score for each Variable Summary of Open-ended Questions

Recommendations for Improvement

Report Distribution: Director of Nursing Performance

Improvement

